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The Role of the Work Environment in Moderating the Effect of Transformational Leadership Style, Competence, and Teamwork on Nurse Performance at the Alodia Kolaka Clinic

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Abstract: This study aims to determine the role of the work environment in moderating the influence of transformational leadership style, competence, and teamwork on nurse performance. The research approach uses a quantitative method with an associative type. The sample of this study was nurses at the Alodia Clinic, Kolaka, Southeast Sulawesi. The data analysis technique used the Structural Equation Model - Partial Least Square (SEM-PLS) using the Smart PLS program version 3.2.9. The results showed that transformational leadership style influenced nurse performance. Competence influences nurse performance. Teamwork influences nurse performance. The work environment cannot moderate the influence of transformational leadership style, competence, and teamwork on nurse performance at the Alodia Clinic, Kolaka, Southeast Sulawesi.

Keywords: Transformational Leadership Style, Competence, Teamwork, Work Environment, Nurse Performance.

INTRODUCTION

A clinic is a health service facility that organizes activities in the form of medical services, medical support, care services, rehabilitation services, prevention services and health improvement. Darmin et al. (2022) explained that nurses are one of the employees/staff who have a major role in determining the success of the clinic in providing health services to the community, this is because for 24 hours nurses play a role in dealing with patient health problems continuously. The quality of health services cannot be separated from the results of cooperation between all components of resources, especially Human Resources (HR). Nursing HR is one of the important resources and is the spearhead for achieving hospital/clinic goals. Therefore, high-performing nurses are needed (Ningsih et al., 2020). Nursing is an activity of providing care to individuals, families, groups, or communities, whether sick or healthy (Law no. 38 of 2014) while nursing services are a form of professional service that is an integral part of health services based on nursing science and skills aimed at individuals, families, communities, both healthy and sick (Law no. 38 of 2014). According to Situmorang and Tarigan (2023), the benchmark by the community in assessing the quality of nursing services can be seen from the ability of nurse

managers to carry out planning, organizing, staffing, directing, and controlling functions.

From the explanation above, it can be understood how great the contribution of nurses' performance is in producing quality health services at the clinic. Based on this, the researcher conducted an initial interview with the Clinical Resource Management to find out the picture of nurses' performance at the Alodia Kolaka Clinic. The results of the interview obtained an explanation that nurses had not completed their nursing tasks at the Alodia Kolaka Clinic according to the set targets. Not all nurses have good knowledge of the procedures and policies applicable at the Alodia Kolaka Clinic. Nurses have not carried out nursing tasks at the Alodia Kolaka Clinic accurately and carefully, and there is still a lack of innovative attitudes from nurses in solving problems that occur in the field.

Leadership is one of the factors that can influence a person's performance because leadership is the driving force for an organization led by a leader (Mahatvavirya&Girsang, 2021). Pawerangi et al. (2023) explained that a transformational leadership style in directing, fostering participation, and supporting subordinates in working can improve the performance of nurses better in achieving goals, namely providing nursing services, transformational leadership style plays an important role in providing direct instructions to employees in completing their tasks. This aligns with research by Ningsih et al. (2020); and Pawerangi et al. (2023) who found that transformational leadership style affects nurse performance.

In addition to transformational leadership style, the next factor that can affect nurse performance is competence. According to Prayogi et al. (2019), competence has a very strong influence on performance. Competence is the ability to carry out or do a job or task that is based on skills and knowledge and supported by the work attitude required by the job. So the higher the competence of a nurse's ability, the higher their performance. This is in line with research from Azzizah et al. (2023); Heldawati et al. (2022) said that nurses who have high competence, both in knowledge, skills, and work attitudes, tend to show better performance which allows nurses to carry out their duties professionally, provide quality services, and adapt to various complex clinical situations.

In addition to competence, another important factor is teamwork. According to Yasa & Gede (2021), teamwork is the ability to work together towards a common vision, and the ability to direct individual achievements towards organizational goals. That is the stimulus that allows people to achieve extraordinary results. A well-managed organization is a form of professional teamwork. According to Anhar and Aprianti (2022), teamwork can build cohesiveness in improving employee performance. With effective teamwork, each team member can support and complement each other, so that individual potential can be maximized and produce better team performance. This is in line with research conducted by Siregar (2020) explaining that there is a significant influence between teamwork on performance. These results are in line with research by Darmin (2022) who also revealed that there is a significant relationship between teamwork and performance.

In this study, there is a moderating variable, namely the work environment. According to Nugroho and Permatasari (2022), a good work environment has a crucial role in improving nurse performance. When nurses work in comfortable, safe, and supportive conditions, they tend to feel more motivated and enthusiastic in carrying out their duties. A good work environment includes various aspects, such as adequate facilities, complete equipment, and support from colleagues and management. In this context, it can act as a moderation that optimizes the positive impact of transformational leadership style, teamwork, and competence in improving nurse performance. These results are in line with research by Bukhari & Pasaribu (2019); and Siahaan & Bahri (2019) found that the work environment has a positive effect on employee performance. Therefore, the role of the work environment as a moderating variable is very important to consider in this study, because it

can strengthen or even modify the relationship between leadership style, competence, and teamwork on nurse performance at the Alodia Kolaka Clinic.

Based on the description, the purpose of this study is to determine the effect of transformational leadership style, competence, and teamwork on nurse performance moderated by the work environment. This study is expected to provide practical benefits for the AlodiaKolaka Clinic, especially in efforts to improve nurse performance through the application of appropriate transformational leadership style, increasing nurse competence, and strengthening teamwork. By understanding the factors that influence nurse performance, clinic management can formulate more effective policies and more targeted development strategies to improve the quality of nursing services and overall health. On this basis, the author is interested in testing "The Role of the Work Environment in Moderating the Effect of Transformational Leadership Style, Competence, and Teamwork on Nurse Performance at the AlodiaKolaka Clinic".

LITERATURE REVIEW

Nurse Performance

According to Kurniawan and Syah (2020), nurse performance is a measure of success in achieving nursing service goals. The decline in nurse performance greatly affects the image of a hospital's services in the community, causing a lack of public trust in the hospital's capabilities. Ratnaningsih et al. (2024) explained that nurse performance is a form of professional service and is part of medical services. High nurse performance is influenced by the good quality of nurses' work life.

Transformational Leadership Style

Pawerangi et al. (2023) explained that a transformational leadership style in directing, fostering participation, and supporting subordinates in working can improve nurse performance in achieving goals, namely providing nursing services, transformational leadership style plays an important role in providing direct instructions to employees in completing their tasks. This is in line with research by Ningsih et al. (2020); and Pawerangi et al. (2023) who found that transformational leadership style affects nurse performance. Based on this description, the following hypothesis is made:

H1: Transformational Leadership Style Influences Nurse Performance

Competence

According to Oktarina (2021), competence is the ability to work by integrating knowledge, skills, abilities and personal values based on experience and learning in order to carry out their duties professionally, effectively and efficiently. This is in line with research from Azzizah et al. (2023); Heldawati et al. (2022) said that nurses who have high competence, both in knowledge, skills, and work attitudes, tend to show better performance which allows nurses to carry out their duties professionally, provide quality services, and adapt to various complex clinical situations. Based on this description, the following hypothesis is made.

H2: Competence influences nurse performance

Teamwork

According to Yasa & Gede (2021), teamwork is the ability to work together towards a common vision, and the ability to direct individual achievements towards organizational goals. That is the stimulus that allows people to achieve extraordinary results. A well-managed organization is a form of professional teamwork. This is in line with research conducted by Siregar (2020) which explains that there is a significant influence between

teamwork on performance. The same results were shown by Darmin's research (2022) which also revealed that there is a significant relationship between teamwork and performance. Based on this description, the following hypothesis is made.

H3: Teamwork affects nurse performance

Work environment

According to Nugroho and Permatasari (2022), a good work environment plays a crucial role in improving nurse performance. When nurses work in comfortable, safe, and supportive conditions, they tend to feel more motivated and enthusiastic in carrying out their duties. In this context, it can act as a moderation that optimizes the positive impact of transformational leadership style, teamwork, and competence in improving nurse performance. These results are in line with research by Bukhari & Pasaribu (2019); and Siahaan & Bahri (2019) found that the work environment has a positive effect on employee performance. Based on this description, the following hypothesis is made.

H4: The work environment can moderate the influence of transformational leadership style on nurse performance.

H5: The work environment can moderate the influence of competence on nurse performance.

H6: The work environment can moderate the influence of teamwork on nurse performance.

From the description above, it can be described that the framework of thought used in this research is as follows:

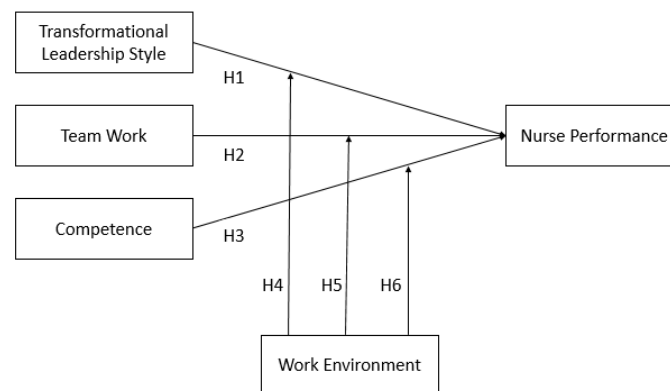


Figure 1. Research Framework

METHOD

This study uses a quantitative approach with an explanatory or causal design that aims to explain how one variable influences or is responsible for changes in other variables (Cooper & Schindler, 2017). In addition to the dependent variable (X) and the independent variable (Y), this study also contains a moderating variable (M). The independent variables in this study are transformational leadership style, competence, and teamwork. The dependent variable in this study is nurse performance. Then the moderating variable is the work environment. Below are the measurements of each variable can be described in Table 1 below.

Table 1. Measurement of Variables

Variable	Dimensions	Item No.	Scale
Nurse Performance	1. Quantity of work	1, 2,	Likert Scale
	2. Quality of work	3, 4,	
	3. Job Knowledge	5, 6,	
	4. Creativeness	7, 8,	
	5. Cooperation	9, 10,	

Bernardin&Russel(2018)	6. Dependability	11,	
	7. Initiative	12,	
	8. Personal Qualities	13, 14	
Transformational leadership style	1. Charisma	15, 16	Likert Scale
	2. Inspiration	17, 18	
	3. Intellectual Stimulation	19,	
Robbins dan Coulter (2020)	4. Individual Attention	20,	
Competence	1. Knowledge	21,22	Likert Scale
	2. Skills (Keterampilan)	23,24	
	3. Self-Concept (KonsepDiri)	25, 26	
Wibowo (2022)	4. Traits (Watak)	27, 28	
	5. Motives (Motivasi)	29,30	
Teamwork	1. Clear Goals	31,	Likert Scale
	2. Open and Honest in Communication	32, 33	
	3. Cooperative Decision Making	34, 35	
WulansaridanMusslifah (2024)	4. Climate of Trust	36, 37	
	5. Sense of Ownershipiki	38, 39	
Work environment	1. Air temperature	40, 41	Likert Scale
	2. Noise	42,	
Robbins (2013)	3. Lighting	43, 44	
	4. Air quality	45, 46	
	5. Workplace safety	47, 48	

The data collection method used in this study uses primary data sources obtained through a survey conducted using an online questionnaire with the help of Google Forms. The population in this study were all nurses at the AlodiaKolaka Clinic, Southeast Sulawesi. The sample of this study was nurses at the AlodiaKolaka Clinic, Southeast Sulawesi, totalling 34 respondents. This study uses the Structural Equation Model (SEM) approach with a measurement model using the Smart PLS program version 3.2.9 to measure the intensity of each research variable and a structural model to analyze data and research hypotheses.

RESULTS AND DISCUSSION

Calibration of Research Instruments

Testing of data analysis requirements in this study was obtained from the results of the PLS algorithm calculation which showed the loading factor value or outer loading to determine convergent validity, cross-loading to determine discriminant validity, composite reliability, Cronbach alpha and AVE (Average Variance Extracted) value to determine validity and reliability.

Tabel 2. Nilai Faktor Loading Variabel Penelitian

Variable	Indicator	Loading Factor Value	Condition	Information
Transformational Leadership Style	GPT1	0.901	> 0.7	Valid
	GPT2	0.807	> 0.7	Valid
	GPT3	0.770	> 0.7	Valid
	GPT4	0.850	> 0.7	Valid
	GPT5	0.961	> 0.7	Valid

Competence	GPT6	0.883	> 0.7	Valid
	KOM1	0.954	> 0.7	Valid
	KOM2	0.878	> 0.7	Valid
	KOM3	0.891	> 0.7	Valid
	KOM4	0.834	> 0.7	Valid
	KOM5	0.901	> 0.7	Valid
	KOM6	0.828	> 0.7	Valid
	KOM7	0.885	> 0.7	Valid
	KOM8	0.893	> 0.7	Valid
	KOM9	0.908	> 0.7	Valid
Team Work	KOM10	0.802	> 0.7	Valid
	KTM1	0.861	> 0.7	Valid
	KTM2	0.826	> 0.7	Valid
	KTM3	0.927	> 0.7	Valid
	KTM4	0.894	> 0.7	Valid
	KTM5	0.739	> 0.7	Valid
	KTM6	0.863	> 0.7	Valid
	KTM7	0.815	> 0.7	Valid
	KTM8	0.815	> 0.7	Valid
	KTM9	0.799	> 0.7	Valid
Work environment	LK1	0.947	> 0.7	Valid
	LK2	0.811	> 0.7	Valid
	LK3	0.893	> 0.7	Valid
	LK4	0.899	> 0.7	Valid
	LK5	0.923	> 0.7	Valid
	LK6	0.901	> 0.7	Valid
	LK7	0.931	> 0.7	Valid
	LK8	0.829	> 0.7	Valid
	LK9	0.965	> 0.7	Valid
Nurse Performance	KP1	0.722	> 0.7	Valid
	KP2	0.745	> 0.7	Valid
	KP3	0.922	> 0.7	Valid
	KP4	0.850	> 0.7	Valid
	KP5	0.810	> 0.7	Valid
	KP6	0.846	> 0.7	Valid
	KP7	0.803	> 0.7	Valid
	KP8	0.920	> 0.7	Valid
	KP9	0.905	> 0.7	Valid
	KP10	0.742	> 0.7	Valid
	KP11	0.830	> 0.7	Valid
	KP12	0.916	> 0.7	Valid
	KP13	0.901	> 0.7	Valid
	KP14	0.857	> 0.7	Valid

Source: Data Processing Results with SmartPLS 3.2.9 (2024)

It is known that all loading factor values of each indicator used to measure all variables are above 0.7. This proves that all indicators used to measure the variables of transformational leadership style, competence, teamwork, work environment, and nurse performance are valid or have met convergent validity. The entire loading factor is depicted in Figure 2 below.



Figure 1. Outer Model

Next, below are the results of the discriminant validity test by looking at the Average Variance Extracted (AVE) value which can be seen in the table below.

Table 3. Average Variance Extracted (AVE) Value

Variable	AVE
Leadership Style	0.747
Competence	0.772
Teamwork	0.705
Work environment	0.812
Nurse Performance	0.711

Source: Data Processing Results with SmartPLS 3.2.9 (2024)

The results of the discriminant validity test conducted by looking at the AVE value can be explained that in the variables of transformational leadership style, competence, teamwork, work environment, and nurse performance, the AVE Value for all variables has a value above 0.5 so that the AVE value for the discriminant validity test has met for further testing. Thus, the discriminant validity test has been met as well as the convergent validity test.

The next test, namely evaluating the outer model, is by looking at the reliability of the latent variable construct which is measured by two types of measurements, namely composite reliability and composite reliability.

Table 4. Reliability Test Results

Variable	Composite Reliability	Cronbach's Alpha
Leadership Style	0.946	0.931
Competence	0.971	0.967
Teamwork	0.955	0.947
Work environment	0.975	0.971
Nurse Performance	0.972	0.968

Source: Data Processing Results with SmartPLS 3.2.9 (2024)

The composite reliability value of the research model shows that each variable has a

composite reliability value above 0.7. From these results it can be concluded that the research model has met the value of composite reliability. Then the Cronbach's alpha value of the research model shows that each variable has a Cronbach's alpha value above 0.6. From these results it can be concluded that the research model has met the value of Cronbach's alpha.

Inner Model Measurement

The coefficient of determination aims to measure how far the model's ability to explain the variance of the dependent variable. The value of the coefficient of determination is between 0 and 1. The value of the coefficient of determination (R^2) approaches the value of 1. The R-Square (R^2) value explains how much the independent variables hypothesized in the equation are able to explain the dependent variable.

Table 5. Results of the Determination Coefficient Test

Variable	R Square Value
Nurse Performance	0,993

Source: Data Processing Results with SmartPLS 3.2.9 (2024)

It is known that the R-square value on the nurse performance variable is 0.993, this shows that 99.3% of the nurse performance variable can be influenced by the variables of transformational leadership style, competence, teamwork, and work environment. While the remaining 0.7% is influenced by other variables outside those studied.

Path Coefficient Test

Hypothesis testing in this study uses path coefficient values, t-statistics, and p-values. The rules of thumb used in this study are t-statistics > 1.96 or p-value < 0.05 (5%) which can conclude that there is a significant influence between the independent variable and the dependent variable. The results of the research model are depicted in Figure 3 and the results of hypothesis testing are shown in Table 6.

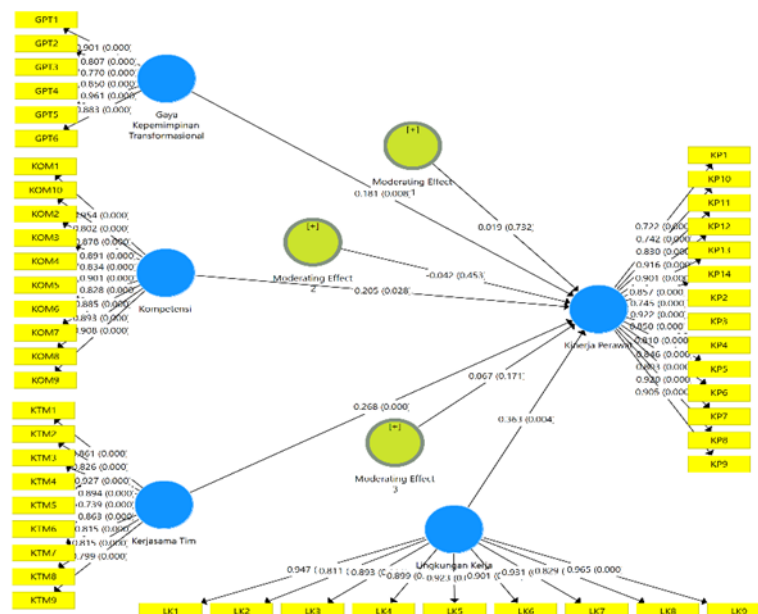


Figure 2. Research Path Diagram

The relationship between variables can be assessed through the path coefficient column, while the level of significance can be assessed through the T-statistic or P-value column, as follows:

Table 7. Results of Path Coefficient, t-Statistics, and P-Values

Relationship	Original Sample (O)	T Statistics (O/STDEV)	P Values	Conclusion
Transformational Leadership Style -> Nurse Performance	0.181	2.655	0.008	H1 Accepted
Competence -> Nurse Performance	0.205	2.207	0.028	H2Accepted
Teamwork -> Nurse Performance	0.268	5.282	0.000	H3Accepted
Transformational Leadership Style*Work Environment -> Nurse Performance	0.019	0.342	0.732	H4Rejected
Competence*Work Environment -> Nurse Performance	-0.042	0.750	0.453	H5Rejected
Teamwork*Work Environment -> Nurse Performance	0.067	1.372	0.171	H6Rejected

Source: Data Processing Results with SmartPLS 3.2.9 (2024)

The table above shows that the first, second, and third hypotheses are accepted, but the fourth, fifth, and sixth hypotheses are rejected, this is because they obtain a sig. value greater than 0.05.

Discussion

The influence of transformational leadership style on nurse performance

The results of the first hypothesis test show that transformational leadership style has an effect on the performance of nurses at the Alodia Clinic, Kolaka, Southeast Sulawesi. This can be seen in table 7, getting a P-value of $0.008 < 0.05$ and a t-statistic value of $2.655 > 1.96$, so H_{o1} is rejected and H_{a1} is accepted. These results show that the better the transformational leadership style applied, the better the performance of nurses at the Alodia Clinic, Kolaka, Southeast Sulawesi. In this context, transformational leadership plays an important role in improving nurse performance. Leaders who are able to inspire, motivate, and provide support to their subordinates will create a positive and productive work environment. This is in line with research by Ningsih et al. (2020); and Pawerangi et al. (2023) who found that transformational leadership style has an effect on nurse performance.

The influence of competence on nurse performance

The results of the second hypothesis test show that competence affects the performance of nurses at the Alodia Kolaka Clinic, Southeast Sulawesi. This can be seen in table 7, which gets a P-value of $0.028 < 0.05$ and a t-statistic value of $2.207 > 1.96$, so H_{o2} is rejected and H_{a2} is accepted. These results show that the higher the competence of nurses, the better the performance they show at the Alodia Kolaka Clinic, Southeast Sulawesi. In this context, competence is a key factor in improving nurse performance. Nurses who have high competence tend to be more effective and efficient in carrying out their duties. These results are in line with research by Azzizah et al. (2023); Heldawati et al. (2022) stated that nurses who have high competence, both in knowledge, skills, and work attitudes, tend to show better performance which allows nurses to carry out their duties professionally, provide quality services, and adapt to various complex clinical situations.

The influence of teamwork on nurse performance

The results of the third hypothesis test show that teamwork has an effect on the performance of nurses at the Alodia Clinic, Kolaka, Southeast Sulawesi. This can be seen in Table 7, which gets a P-value of $0.000 < 0.05$ and a t-statistic value of $5.282 > 1.96$, so H_{o3} is rejected and H_{a3} is accepted. These results show that the better the teamwork between nurses, the better the performance of nurses at the Alodia Clinic, Kolaka, Southeast

Sulawesi. In this context, teamwork is a key factor in improving nurse performance. When nurses work together well, they can complete tasks more efficiently, improve the quality of patient care, and create a more positive work environment. This is in line with research conducted by Siregar (2020) explaining that there is a significant influence between teamwork on performance. The same results were shown by Darmin's research (2022) which also revealed that there is a significant relationship between teamwork and performance.

Moderation of work environment on the influence of transformational leadership style on nurse performance

The results of the fourth hypothesis test show that the work environment cannot moderate the effect of transformational leadership style on nurse performance at the Alodia Clinic, Kolaka, Southeast Sulawesi. This can be seen in Table 7, getting a P-value of $0.732 > 0.05$ and a t-statistic value of $0.342 < 1.96$, so H_{o4} is accepted and H_{a4} is rejected. These results show that even though a good work environment is implemented, it does not strengthen or weaken the relationship between transformational leadership style and nurse performance. These results support research conducted by Saputra et al. (2023) which found that the work environment has no effect on employee performance. The same results were shown by Hidayah et al. (2021); and Rohman et al. (2023) who stated that the work environment has no effect on employee performance.

Moderation of work environment on the influence of competence on nurse performance

The results of the fifth hypothesis test show that the work environment cannot moderate the effect of competence on nurse performance at the Alodia Clinic, Kolaka, Southeast Sulawesi. This can be seen in table 7, getting a P-value of $0.453 > 0.05$ and a t-statistic value of $0.750 < 1.96$, so H_{o5} is accepted and H_{a5} is rejected. These results indicate that This means that the existence of a good work environment does not strengthen or weaken the relationship between competence and nurse performance at the Alodia Clinic, Kolaka, Southeast Sulawesi. In this context, the work environment cannot act as a moderation that optimizes the positive impact of teamwork in improving nurse performance. These results support research conducted by Saputra et al. (2023) which found that the work environment has no effect on employee performance. The same results were shown by Hidayah et al. (2021); and Rohman et al. (2023) who stated that the work environment has no effect on employee performance.

Moderation of work environment on the influence of teamwork on nurse performance

The results of the sixth hypothesis test show that the work environment cannot moderate the effect of Teamwork on nurse performance at the Alodia Clinic, Kolaka, Southeast Sulawesi. This can be seen in table 7, getting a P-value of $0.171 > 0.05$ and a t-statistic value of $1.372 < 1.96$, so H_{o6} is accepted and H_{a6} is rejected. These results show that the existence of a good work environment does not strengthen or weaken the relationship between teamwork and nurse performance at the Alodia Clinic, Kolaka, Southeast Sulawesi. In this context, the work environment cannot act as a moderation that optimizes the positive impact of teamwork in improving nurse performance. These results support research conducted by Saputra et al. (2023) which found that the work environment has no effect on employee performance. The same results were shown by Hidayah et al. (2021); and Rohman et al. (2023) who stated that the work environment has no effect on employee performance.

CONCLUSION

Referring to the results of the study that have been explained, it can be seen that transformational leadership style has an effect on the performance of nurses at the Alodia Kolaka Clinic, Southeast Sulawesi. Competence has an effect on the performance of nurses at the Alodia Kolaka Clinic, Southeast Sulawesi. Teamwork has an effect on the performance of nurses at the Alodia Kolaka Clinic, Southeast Sulawesi. The work environment cannot moderate the effect of transformational leadership style, competence, and teamwork on the performance of nurses at the Alodia Kolaka Clinic, Southeast Sulawesi. It is known that 99.3% of nurse performance variables can be influenced by the variables of transformational leadership style, competence, teamwork, and work environment. While the remaining 0.7% is influenced by other variables outside those studied.

Based on the results of the study showing that transformational leadership style, competence, and teamwork have a significant influence on nurse performance at the Alodia Kolaka Clinic, Southeast Sulawesi, it is recommended that the clinic management strengthen the application of transformational leadership style in an effort to improve nurse motivation and performance. In addition, training and competency development need to be improved to ensure that nurses have relevant and up-to-date skills. Good teamwork should also be encouraged through activities that improve communication and collaboration among team members. Because this study only focuses on the Alodia Kolaka Clinic, Southeast Sulawesi, further research is recommended to expand the observations studied so that the test results obtained in this study can be generalized and more representative. Then further research should be able to use other variables that can be factors that influence nurse performance such as workload, work motivation, and so on.

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